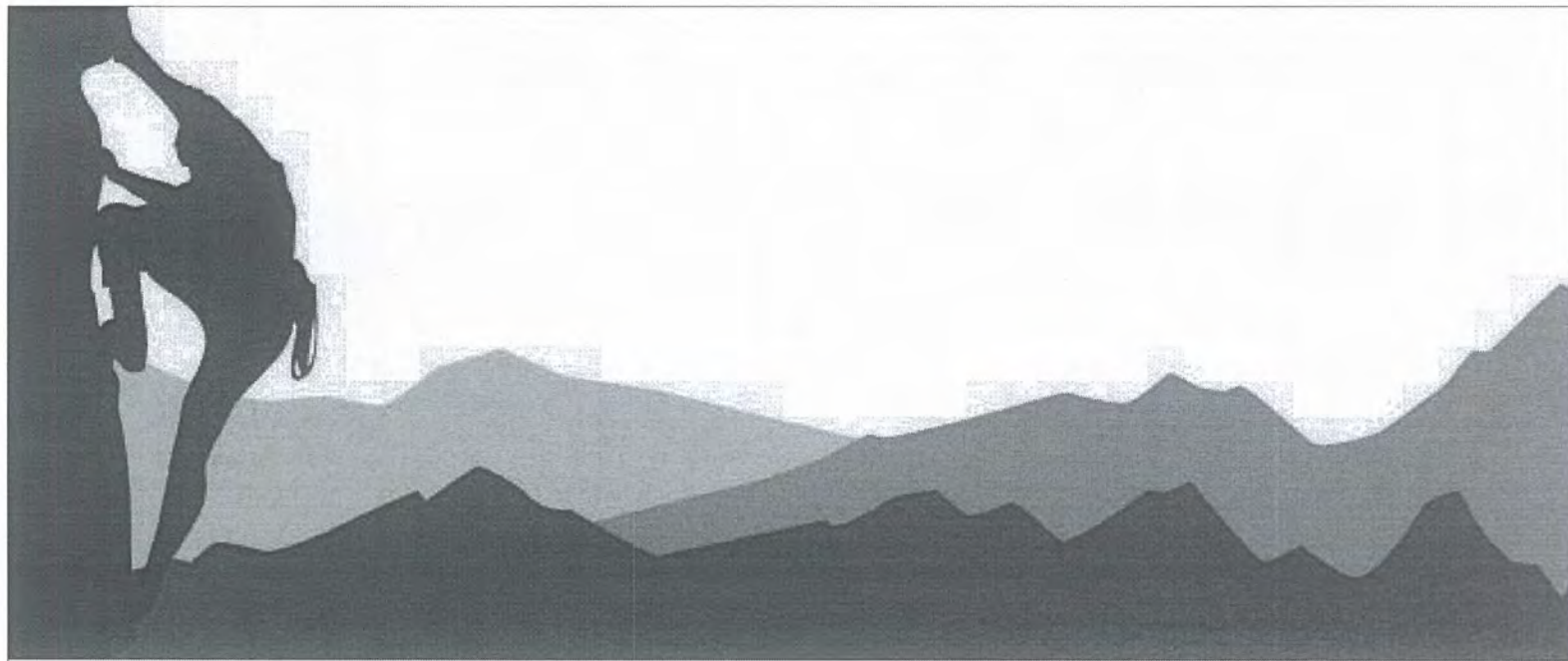


EXHIBIT 212

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION



Global Talent Attracting Senior Talent

Donna Morris
Jeff Vijungco
March 2005

Adobe Confidential



EXHIBIT 212
WIT: Morris
DATE: 8.24.2012
ANNE TORREANO, CSR #10520

2121

ADOBE-002773



Overview

- Sourcing top talent / Talent Target
- Declines and Reasons
- Talent Attraction Challenges
- Next Steps

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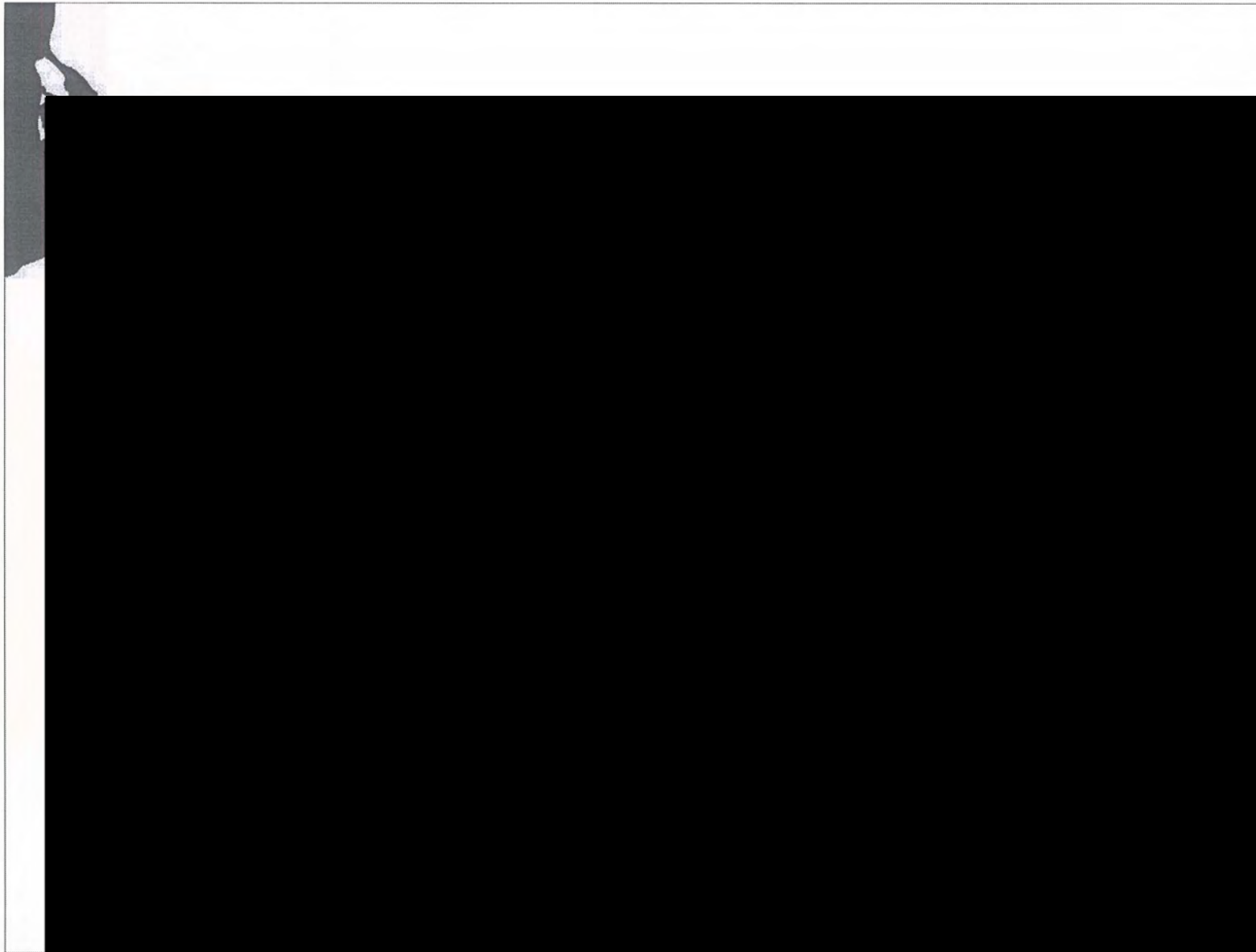
2/22



Sourcing Top Talent

**focus on senior talent*

- Focus on “passive” talent
- Why “passive” talent?
 - top performers tend to be entrenched, “heads down” may be “willing to listen” **if the right opportunity** is presented
 - Top stars want an “agent” – our in house team has become “agents”
- **Challenge – top performers carefully consider career choice – content of work, level of impact, reporting relationship, title and compensation are all key factors**



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Criteria Used to Consider Top Talent

- **Qualified**

- Are they Qualified (skills/knowledge/talents/values)?
 - Can they Scale?
 - Do they have trajectory?

- **Interested**

- Are they interested in the role ?
 - Do they support Adobe's strategic direction?

- **Attractable**

- Do we have a compelling offer and opportunity?

- *Need to have all three to close a candidate



Market Dynamics

- **Competitive Market**
 - more difficult to find (1) qualified (2) interested and (3) attractable “A-Players”
 - All 3 criteria is imperative in making a solid hire
- **Qualified**
 - Limited supply of qualified top talent
- **Interested**
 - needs to be a win/win for candidate
 - right position level, appropriate career move, title are all very important up front
 - Increase in the discussion closing before it opens (i.e. if the position is not at the right level for the candidate the discussion closes before it opens)
- **Attractable**
 - finding a sharp increase to candidate attrition during the interview process
 - total rewards must align to secure candidate



Rejected Offer Overview



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212.7




Reasons for Declines



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212.8




Closer Look at Declines

- [REDACTED]
- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

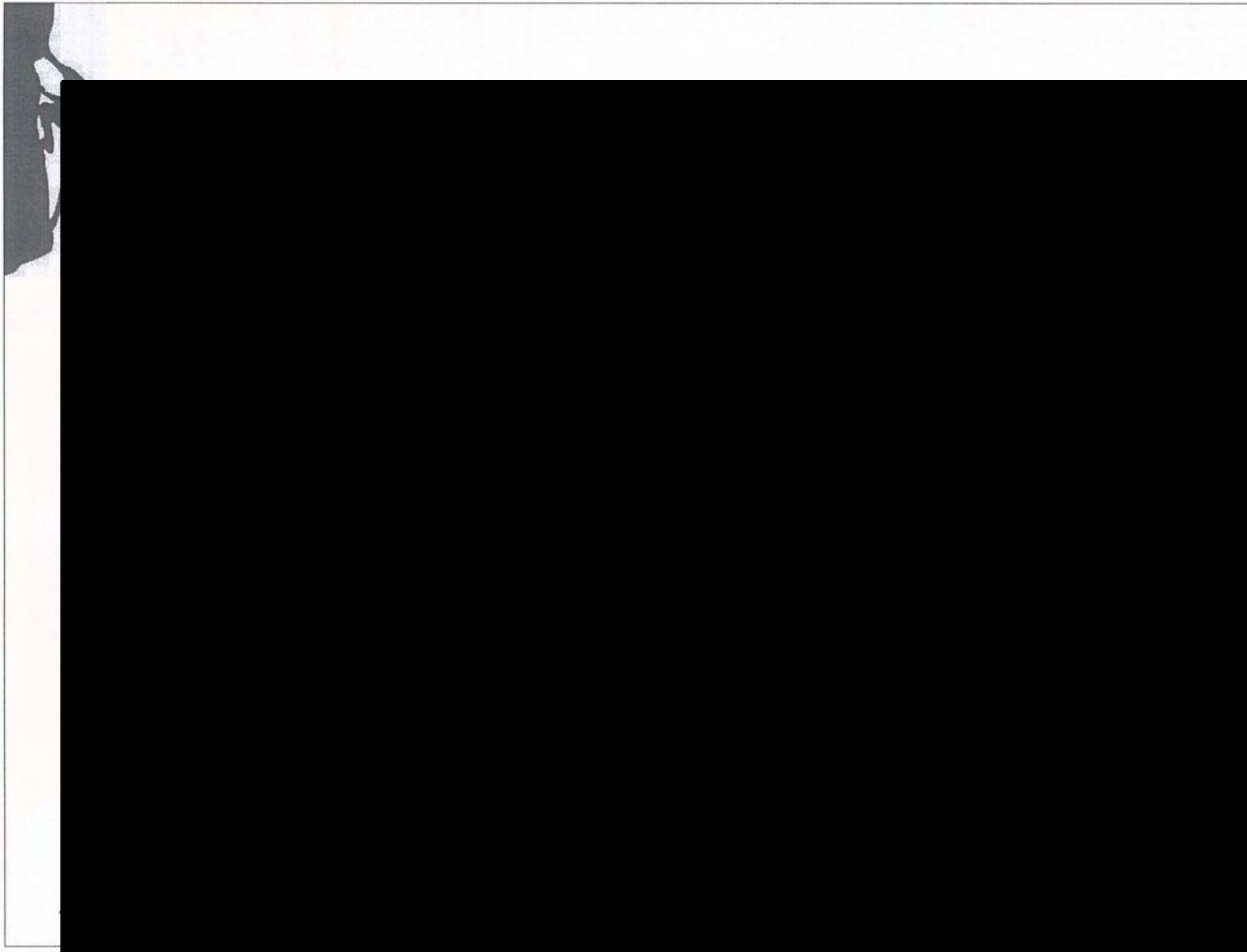
➤ Market is tight and competitive for enterprise talent – Yahoo, Microsoft, Symantec, Google, Apple are typical talent competitors

➤ [REDACTED]

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212.9

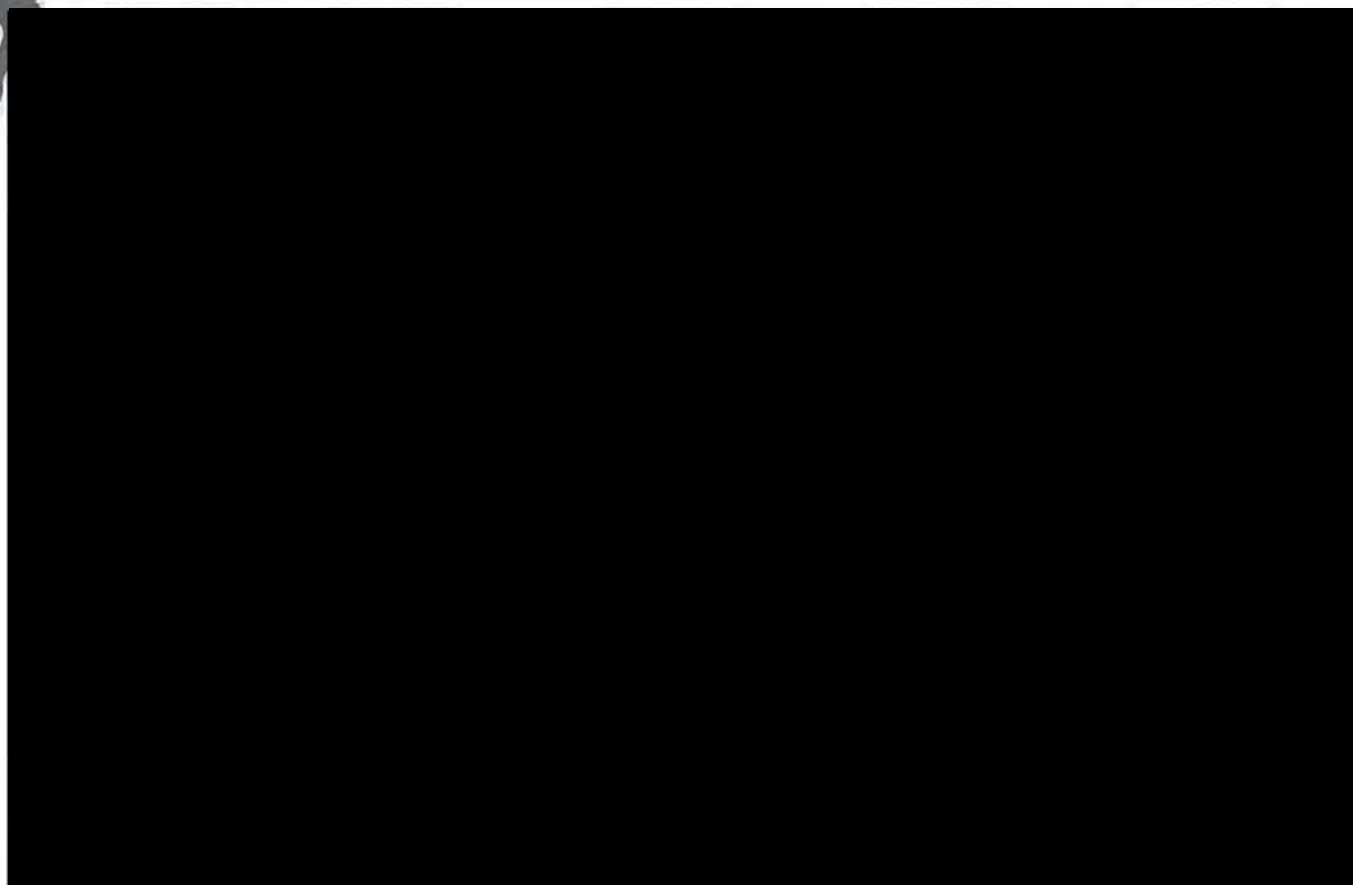


212.10



2/2/11

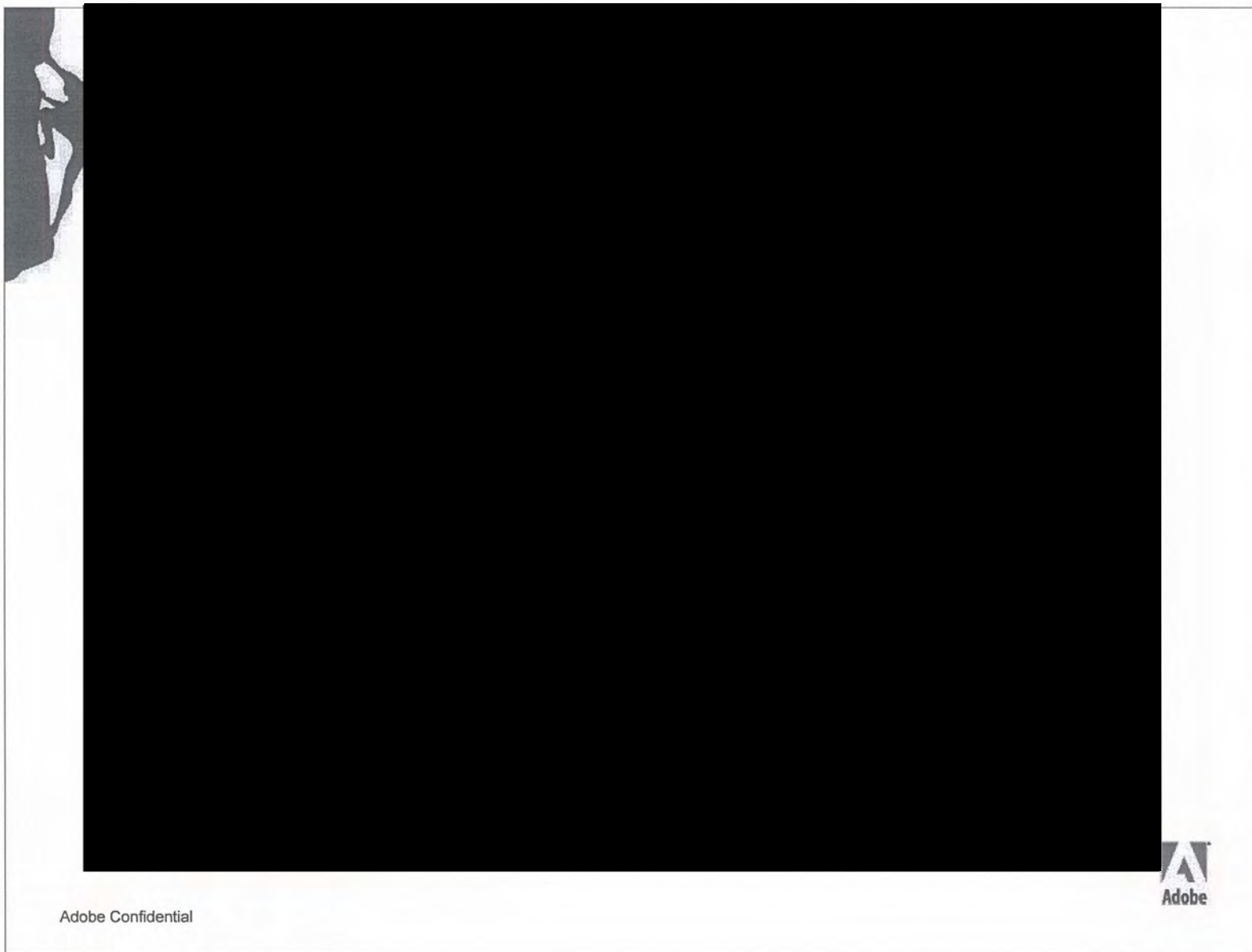
Sample Promises of Other Accepts



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2/2.12



2/2.13



What “Top Talent” ask themselves when entertaining an opportunity at Adobe?

- Is this a lateral move?
- Am I taking a step back?
- What does this say about my career path?
- Does money fix this?
- Why doesn't Adobe think I'm at this level?

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2/2.14



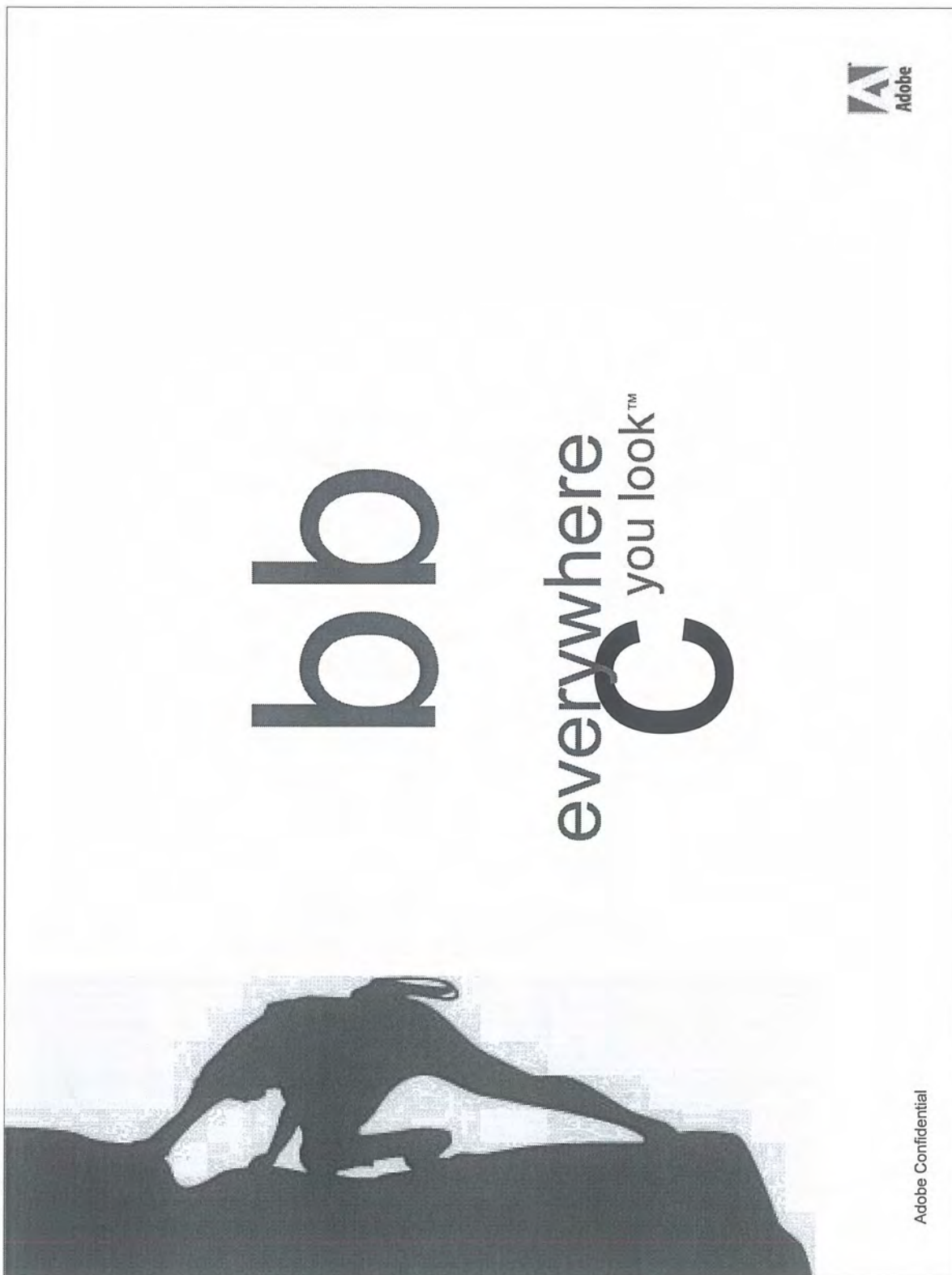
Declined Offers – Closing Thoughts

- **Are we limiting our ability to attract able to attract A's, especially in the Enterprise?**
- **Do we seek candidates in the comfort zone when top talent tends to want to move to stretch zone**
- **Can we grow without this talent?**
- **What is the revenue impact?**
- **Are we winning the talent war?**
- **Do we have the best people?**
- **Are the competitors winning the talent war?**
- **Do we want the left-overs from Yahoo, Google, Salesforce and Apple, etc....?**

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2/2.15



2/2.14